

CHAPTER 14

DATA-BASED POLICY DEVELOPMENT IN VOLUNTEERING

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Although volunteerism and data-based work are perceived as two distant concepts, they are actually very intertwined. In this section, we will discuss how data can be used to increase efficiency in resource-strapped areas such as volunteering. We will focus on examples of data-based studies in all areas, from finding volunteers to volunteer motivation. We will convey how data-based work also makes volunteers' roles visible in increasing the targeted social benefit. Although some approaches to civil society consider data-based work to negate the purpose of having civil society by reducing it to numbers, we believe that creating a data-based volunteer management system that doesn't limit volunteers' creativity and is built without abandoning "meaning" is one of the most effective ways to achieve the targeted change.

Introduction

As in every field, the data-based approach gains weight in volunteering works and civil society. While value production in the past was based on agriculture and industry, forms of post-industrial production stand out these days, and the current age is mostly described as the knowledge economy (Yıldırım, 2004). All productions and social interactions inevitably contain data and information, but the main point that distinguishes the knowledge economy from other forms of production is the high rate of added value, knowledge production creates and its role of increasing efficiency in other forms of production. The place the data-based approach has in volunteer work should also be evaluated within this context. A “data revolution” needs to be mentioned these days, where the areas of data production, volume, storage, and usage are unlimited (Zola, Naletto, & Andreis, 2015). Data-based decision-making techniques have entered the agendas of non-governmental organizations through social and cultural interactions, and resource limitations, competition, and productivity concerns have increased this tendency.

Like all institutions, civil formations based on voluntary labor suffer from resource constraints. The openness of material resources, labor power, and time, being limited competitive resources, to social and political factors changes the course of these resources from time to time (Kurt & Taş, 2015). Access to resources or the production of new resources causes rapid decreases or unexpected increases depending on the political or social impact. In addition, the sustainability of activities based on volunteering is a major problem in countries such as Türkiye, where the number of volunteers and time they set aside for volunteering in civil society is low (Erdoğan et al., 2020). Volunteer activities, which by definition do not involve financial exchange, occur outside the free market economy and are thus unable to provide a response to an individuals’ motivation to earn money. This situation renders the number of volunteers and the time they can spend insufficient.

A qualification issue also exists regarding volunteers’ experience levels. Volunteers’ skills, expertise, and worth are based on the total amount of time they volunteer, the training they receive, and the type of experience. Therefore, managing volunteers involves not only managing homogeneous resources such as time and a number of people, but also resources that are difficult to measure and compare such as talent and expertise. When we look at the field of volunteering in Türkiye, the low levels of formal education, inadequacy of training and formation suitable for the field of volunteering, and the inability to produce data measuring volunteering activities in general makes finding a solution to this problem difficult.



Photograph 1. Data-based volunteer works increase social benefit.

Sustainability is another dimension that limits volunteer activities. The ability to maintain volunteer activities on an individual basis is undoubtedly related to factors such as the number of people, time, accumulated experience, and expertise. In addition to these, volunteerism sustainability is directly related to volunteer satisfaction and burnout (Güngör & Çölgeçen, 2013). Volunteers who experience dissatisfaction or burnout may withdraw not just from the non-governmental organization they are affiliated with, but also from all volunteering activities in general (Hager & Brudney, 2004). In other words dissatisfaction and burnout that emerge as a result of unstructured or improperly designed volunteer management can cause waste in the entire field of volunteering.

The impact these basic problems in volunteer management have can be reduced by producing and using data. The main purpose of the data-based approach is to test the types of information we've formed in our minds using objective data-based information and to change the inconsistent and incorrect parts. The data-based approach will change mental patterns by testing existing habits, cultures, and approaches in volunteer works as opposed to empowering them. Approaching the field of volunteerism with this perspective involves stages such as the data-based examination of questions found in the work area, integrating the data produced outside the institution into this examination, gathering data on volunteers, and conducting performance measurements based on data. The next section will examine these stages. However, what is meant by data and the data-based approach needs to be explained first.

Data, Information, and the Data-Based Approach

A controversial distinction exists between data and information. While some approaches claim a direct link exists between the knower and the known, and the information obtained from data to be the mental output produced by the same person and therefore to be inseparable from one another, data and information are different concepts according to the approach that claims types of objective information to be possible apart from the human mind. In other words, disagreements exist regarding the existence of objective data and the existence of objective information obtainable from the data. Because this epistemological discussion is beyond the scope of this article, we will not delve into the subject. Yet one must always keep in mind the possibility of being able to talk about a link between existing/produced data and produced information. Not making a factual but conceptual distinction between data and information will be sufficient for data-based volunteering studies.

Data can be defined as facts that do not contain a cause-effect relationship and that continue to exist objectively independent of the perceiver. When looked at from another point of view, data are a type of impression that are neither contextualized nor added to other information and whose interpretation and meaning are not incorporated (Barutçugil, 2002). The claim that data do not involve a subjective contribution makes it acceptable to all, thus creating a reliable common ground for producing information. Meanwhile, information is a concept that is constructed using data, can occur in the cause-effect relationship, and finds meaning within social relationships. Information is useful in decision-making processes about management through these qualities (Öğüt, 2001). However, the social and contextual nature of information makes its use difficult for those other than the one who produced it. For this reason precisely, data on such things as the needs, abilities, motivations, and performances of the targeted beneficiaries and volunteers can be useful for creating a more efficient volunteer management system.

Answers given to questions such as how which data is produced or which data are accessible shows that the data production process is not able to be realized independently from information and method. Although data is defined as a type of “reality” in which its producer acts according to a set of information, producing data through a process that creates information makes the “reality” of the data problematic (Raley, 2013). For example, the demographic characteristics of the benefitting group forms the basis of the work in many volunteer activities. However, whether or not this information is actually necessary should be debated. While some countries use race-based data, collecting this type of data is unacceptable

in other countries. These data continue to produce different perceptions of reality and units of information as well as emerging as products of contrasting cultural information. Regardless of what it is, the basic principle in volunteer works is to obtain data tailored to the need only in the scope of volunteers' consent based on transforming the data to be collected into information. The priority in all data-based works to be performed is to establish a system that does not violate individuals' privacy and that is encapsulated by a consent-based perspective.

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Personal Data Privacy Act

According to Article 5 of the Personal Data Privacy Act passed in 2016:

- (1) Personal data may not be utilized without the express consent of the relevant person.
- (2) Personal data may be processed without seeking the explicit consent of the relevant person under any one of the following conditions:
 - a) Being expressly stipulated in the law.
 - b) Being obligatory for the preservation of life or bodily integrity of the relevant person or another who is unable to express their consent due to an actual impossibility or whose consent is not legally recognized.
 - c) When processing the personal data of parties to a contract is necessary, provided this is directly related to establishing or carrying out a contract.
 - ç) When the one in charge of the data is required to fulfil a legal obligation.
 - d) When the relevant person has already made the data public on their own.
 - e) When data processing is mandatory for establishing, exercising, or protecting a right.
 - f) When data processing is required for the legitimate interests of the one in charge of the data, provided this does not harm the fundamental rights and freedoms of the subject of the data.

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Data-Based Planning Stages in Volunteer Management

Examining Preliminary Studies

Planning volunteer work on a particular topic requires having a certain understanding of the topic by examining past work on similar issues. Examining previous work provides the opportunity to compare different practitioners' ways of managing volunteers in addition to providing general information about the topic whose application will be implemented. The information gathered within the scope of preliminary studies is important in terms of structuring resource usage and productivity goals in the planned process. Information related to past practices (e.g., needs and targets determined in the field, volunteer performances, beneficiary and volunteer satisfaction) can form the basis for planning the next implementation

and may remind us about points that may have been overlooked. Examining previous works conducted on overlapping issues means benefitting from written experiences and incorporating a type of information into our own work. When access to written resources is limited, access should be provided to information through face-to-face interviews or similar communication strategies. As an example, education, culture, landscape, and research works that have been conducted on the right to play by central and local public administrations as well as child and youth non-governmental organizations should be determined in a volunteer project to be conducted for increasing physically challenged children's access to playgrounds in a city, and later on the information produced there should be accessible in written or verbal forms. The problems they have identified as well as their solution methods, successes, and mistakes should be examined. Complete harmony should not be expected between the information obtained from previous studies and the data that is considered necessary; the information obtained from previous studies should be examined with an objective eye.

Lastly, the information obtained from the preliminary studies is also rather important in terms of determining what data are needed within the scope of the new works to begin them. Performing a gap analysis of the information and determining the required primary data regarding the field for which a solution is being produced, will be good in terms of designing the steps that will follow. In other words, examining preliminary works should be treated not just as a strategy for accessing ready data but also as an opportunity for learning, developing, and adopting new data collection and processing methods.

Field of Study and Examining the Issue

Examining the area in which the volunteer program will be carried out is undoubtedly one of the stages that form the backbone of the data-based approach. Identifying the issues in the field to be studied and benefitting from data while making this determination are important in this stage. The likelihood of public institutions, research companies, newspapers, journals, universities, NGOs, professional organizations or other relevant actors having data on the topic should be evaluated after assessing the preliminary studies (JumpStart, 2014). However, third parties may refrain from sharing data for privacy reasons. In the data collection stage, negotiating with institutions possessing data, demonstrating the effectiveness of previous studies based on data, or requesting non-personalized, less detailed versions of the data, can strengthen the data collector's hand during this negotiation process. However, not all accessible data are appropriate data (MacIntyre, 2020). The purpose, goals, and limitations of the institution producing the data and the information produced for these conditions substantially affect data production. Not finding appropriate data about the field of study or the

problem is a commonly encountered situation. If usable data cannot be found, proxy data can be used to replace the desired data. For example, while finding the actual data (e.g., clothing needs per household) needed for identifying the places to collect and distribute clothing in a city is nearly impossible by means of volunteers, neighborhood-based socioeconomic-level data may be used to represent the required data. However, one should not forget the limitations of representative data or the possible differences between the actual situation and the collected data. The important thing here is to be able to identify the representative data that will lead to the most accurate result. This is because, based on the same example, representative data may not be enough in cases where a recent clothing drive has occurred or if the city is a textile city with access to cheap clothing.

Another applicable method is to generate data on the subject to be conducted within the scope of the volunteer program. Data generation is infrequently preferred as it requires much time and financial resources. Although data-based work is often associated with broad demographic data, examining the needs and expectations of the potential beneficiaries through interviews with experts, competent people, and those who've conducted similar studies may provide healthy data for the beginning. Identifying the issues and determining the limitations and objectives of the volunteer program in this context by examining data concerning the field of study are essential. Those who will run the program or independent experts can perform data-based problem detection by examining the obtained data. The limitations of the volunteer program are also identified while determining the main problem in the field and related problems, the possible impacts the program's goals will have on these issues, and the points requiring voluntary participation in order to achieve the objectives. Questions should be prepared from this perspective while collecting the primary data. For example, areas requiring continuity or professional staff and the points requiring voluntary participation can be determined by analyzing the primary data. When considering the volunteer activities as a solution pathway between the issue and the program's goals, the information needed for these activities to become qualified are obtainable during the problem identification stage. Questions such as "How does one solve this issue?" and "What types of volunteer activities are needed to solve this issue?" are invaluable in identifying issues and goals. Firstly, the types of resources needed to achieve the program's goals and volunteer-based solutions appropriate for this can be identified in this way. Determining the required volunteer profile is closely related to data-based preparatory studies. Volunteerism is generally viewed as a type of physical-/time and effort-based activity that anyone can do, but not every volunteer program operates this way. The special training, formation, and qualifications volunteers

need to have in order to achieve the program objectives to be implemented in the field can be determined using data-based analysis. For example, having knowledge of the relevant languages in a region where more than one language is spoken may come to the fore as a qualification sought in the volunteers who will work in the activities to be conducted in that field. As can be understood from the example, all data collected about the area, especially in field studies, are very important for increasing the quality of the work. Alongside this, although determining volunteer qualifications is not mandatory in some programs, doing this will increase the efficiency of the implementation. For example, men and women are able to work as volunteers in the field in efforts conducted for determining women's social needs. However, when considering the doors that one woman communicating with another will open in works conducted in the field, the presence of female volunteers can allow the process to become more productive. Customized activities can be developed, appropriate volunteer profiles can be identified, and volunteering models can be studied by means of the planning done by considering the primary data in the problem and goal identification stage. Working with a workflow like this will also facilitate the development of permanent solutions to the problems, which is one of the most important missions of civil society.

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Primary and Secondary Data

Primary data means the data obtained from actual witnesses to the research area or about problem. Data collected through surveys and focus group interviews may be given as examples of primary data.

Secondary data sources and data precompiled for other purposes make up secondary data. Examples of secondary data include previously written reports, books, and interviews on the subject.

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Volunteer Data Repository Formation

The data belonging to volunteers is another type of data needed in order for the programs, which are designed to examine the primary studies and the “needs” that emerge as a result of the analysis made after determining the primary data and to develop “solutions” for these needs, to achieve their desired result. In order to be able to make the proper matches, the data from the volunteers should be viewed as resources that facilitate managing the volunteer program and achieving the identified goals. These data can be evaluated under two headings: fixed and variable attributes. Fixed attributes involve qualities that are unrelated to the volunteer program

and unlikely to change in the short term, such as the volunteers' demographic characteristics, economic and cultural backgrounds, gender, education and training, place of residence, occupation, hobbies and interests, age, health status, and special needs. Using data related to these attributes can vary depending on the program's goals. Using this type of data may not be necessary in the short-term, easy-to-measure activities that do not require specific qualifications for volunteering. For example, having information about where volunteers live is sufficient in terms of the program's operational success in a volunteer program conducted for cleaning up trash along coastlines. Data regarding characteristics such as people's gender, age, or occupation will not impact their participation in such a program. However, for programs that require certain qualifications, the need to reference more data on volunteers may become necessary. Not having handicapped access to a beach which is due to be cleaned requires having data on this issue at hand. In order to keep volunteers from leaving the program, strategies may also be implemented to increase volunteer interaction in long-term volunteer programs, such as activities that appeal to the participants' hobbies or that bring certain age groups together. However, the key point here is this: Even if volunteers have consented to sharing their personal data, this data should be used according to the "need" in each work. Deciding which personal data on volunteers are needed should be made in accordance with the nature of the program, and calling for volunteers should only be done in accordance with the information needed. Following up with the example of the volunteer activity developed for collecting garbage along the coastline, the call for volunteers should emerge by accepting all those who want to participate in the work to be done in this field regardless of the volunteers' characteristics such as age or gender.

Data regarding volunteers' needs, expectations, and concerns should be addressed separately. These data reflect thoughts and feelings that may change at the end of the application. First of all, obtaining data on these should be noted as being more difficult than for other data. Volunteer candidates may provide clear answers about their age or educational background but may have no clear thoughts or be hesitant to express their expectations or even what they want from the program. Creating information resources or events that clearly explain the problems in the work field, the program objectives, the definitions of volunteer activities, anticipated effects, and mechanisms for supporting volunteers are needed in this context, as well as making sure that volunteers have access to these resources and activities. Volunteers whose expectations do not align with the program goals or support mechanisms within the program need to be identified and appropriate action needs to be taken.

In order to collect data on volunteers' needs, expectations, and concerns, appropriate methods should be developed for the candidate group, the program, and the planned use of

resources. Benefitting from the volunteer candidates' fixed qualifications is possible regarding this point. For example, while filling out a form for a pool of volunteer experts who will provide young people with entrepreneurship training may be sufficient, having one-on-one interviews with the people who will volunteer as mentors in a long-term entrepreneurship program would be more appropriate for determining data that may change in the program, such as expectations and motivation. Meanwhile, collaborative work exercises or focus group studies on identifying the volunteer candidates' needs and concerns that may arise in group work will provide meaningful data for programs in which volunteers will work in groups. With the widespread use of the Internet, many institutions are able to identify volunteers' needs, expectations, and concerns using online tools (e.g., tests and data on social media and website interactions).

Matching Volunteers to Programs and the Transition to Implementation

The process of collecting volunteer data is followed by the decision-making and implementation process based on these data. The "volunteer profiles" prepared by drawing on the program objectives should be compared with the data on the volunteers, and volunteers' adequacy in terms of quality and quantity should be measured. Data-based volunteer planning should be undertaken once the available volunteers are deemed to be sufficient for the program objectives. Two paths can be followed if the volunteer candidate cluster is insufficient: continue to expand the volunteer repository or revise the program. These two strategies are not mutually exclusive and may be maintained in parallel.

The shortage of volunteers is largely compensated for by finding more volunteers. The "snowball" method can be implemented while following this method by contacting the qualified volunteer candidates. New candidates who've been recommended by volunteers who've already been accepted into the program, and who are competent in the relevant field can be included in the repository.

Revisions can be made to the program when sufficient volunteers are unable to be found in terms of quantity or quality. Discrepancies between the volunteer candidates and the program requirements on this point should be examined based on the volunteer data. Because changing volunteers' fixed qualities is difficult in the short term, the scope or depth of the program can be revised in accordance with this information. For example, if not enough volunteer experts are available to run a psychosocial support group for victims of sexual harassment, the type of support the program provides can be modified from expert support to peer support,

and the small number of experts can be transformed from support providers to peer trainers or support group moderators. Incompatibilities and insufficiencies based on volunteers' variable characteristics (e.g., needs, expectations, and concerns) can be reduced by means of negotiations between program coordinators and volunteer candidates. For example, some volunteers having marginalized social identities may have their anxiety increased due to the risk of being exposed to discrimination while working, and may hesitate to participate in certain stages of the volunteer program. Alongside including non-discrimination principles and training in the volunteer program, empowering candidate volunteers in this area will increase the number of volunteer participants who comply with the program's requirements.

Working with Volunteers and Volunteer Performance

The next step after compiling the data on the area of work and volunteers is to proceed with producing information/advantages using these data. From this point onward, the volunteer program is a data-driven process still open to creativity. After being made, job definitions should be clarified based on the data belonging to the work area and volunteer repository. A clear job description creates institutional resilience against other uncertainties that may occur during the implementation process. In addition, the clarity of job descriptions will increase volunteer trust in the institution and the work being done, as well as ensuring a more efficient implementation (Rehnborg et al., 2009). In the context of duties, the first thing to decide is what the volunteer requirements are in terms of quality and quantity. Job descriptions should be made by taking parameters such as what purpose does the task have, what type of experience or ability will be used in the task, how much spontaneity and creativity will it require, how long will the task take, and does it entail teamwork or group work? Job descriptions should also leave room for creativity in which the volunteer will be able to use their talents. While tasks should be defined to meet the institution's needs in the field, they should also include assignments that will optimize potential weaknesses and strengths based on the data from the volunteers. Alongside all these, tasks should be able to be gauged. Setting up a data-driven management strategy for volunteers is achieved by identifying the indicators appropriate for evaluating volunteer performance. Evaluation studies can be made in this way both for volunteers and for beneficiaries, and feedback-appropriate data can be produced.



Photograph 1. Not having the data-based approach limit areas of creativity in volunteering is important.

The systems formed for measuring volunteer performance provide ideas about how sufficient volunteers' skills are for fulfilling task requirements as well as how to be able to complement skills that are insufficient. Capacity development techniques come into play in this stage. Many volunteers get involved in these types of activities in order to acquire more information about the topic they are interested in and to gain experience, namely to develop their capacity on the topic. Therefore, capacity development not only allows volunteers to achieve the program goals but also largely determines their commitment to the organization (Hager & Brudney, 2004). However, the financial resources and time for capacity development activities is often limited. Therefore, volunteer capacity should consist of content able to highlight the strengths and eliminate the weaknesses in achieving the program goals. The characteristics of an "ideal" volunteer profile should be determined one at a time, and the gaps between the average actual situation and the ideal volunteer should be examined based on volunteer data. At the same time, corporate culture should be conveyed to the volunteers, and the expertise (know-how) accumulated within the organization should be integrated into this training.

Fulfilling volunteer roles is a dynamic process that requires communication, direction, and coaching. Variations may occur in roles volunteers are assigned due to unavoidable gaps in job descriptions and the differences and unexpected environmental factors that emerge as a result of how volunteers interpret these descriptions. Therefore, monitoring, evaluating, and getting feedback from volunteers based on data (i.e., having the management process become the main actor) are important.

Monitoring volunteer performance is one of the most critical points in data-based volunteer management. Alongside the job descriptions given to volunteers containing measurable indicators, these job descriptions should not be too detailed; they should be designed so as to not intimidate or make the volunteer feel overloaded.

At the same time, volunteers' performances need to also be turned into data. In this way, the results of the project implementation can be shared more quickly and understandably with the volunteers. Several basic indicators are available that can be used to turn volunteer performance into data.

- The number of volunteers with respect to task type is one type of data that can be applied for determining the number of volunteers needed in future programs. At the same time, the ratio of the institution's financial resources and the number of personnel to the number of volunteers may be used to set a standard.
- The time volunteers spend is a second type of indicator that can be turned into data. Efficiency calculations can be made in the context of time usage by comparing temporal data with the volunteers' specific characteristics (e.g., gender, age, education) and the content of the work to be done (e.g., type of expertise, physical requirements).
- The types of volunteer tasks may also be used to generate data. Many indicators such as task type (e.g., physical labor, mental labor, specialist studies) and task consistency (e.g., units-actions to be performed on an hourly/daily basis, estimated caloric consumption) can help create task categories. For example, Rehnberg et al. (2009) argued that tasks need to be formed under four categories evaluated in the dimensions of time (short-term and long-term) and relationship (expertise-focused and interest-oriented).
- The financial resources used for volunteer works are important data in terms of material resource usage. Volunteer expenses (e.g., social media advertisements), volunteer training, food and drink, transportation costs, per diems (if applicable), and other expenses should be kept track of.
- The indicators and success rates determined in the framework of the job descriptions are also appropriate for forming data. For example, indicators such as the number of households reached allow comparisons over the years.
- The outputs that occur on social media and in the press may also be seen as indicators of the success of volunteer activities. Together with volunteer programs being a joint

success for the executive institution, beneficiary, volunteer, and even the funder, jobs that take place in the media, in particular volunteers' collective activities, occur more in the press compared to individual efforts.

Feedback from volunteers and beneficiaries reveal types of data that can both be used in addition to the targets and indicators the institution has set as well as to test the validity of these targets and indicators. Questionnaire and interview methods can be applied to the beneficiaries, or feedback discussions can be implemented with similarly created focus groups. Volunteer satisfaction, the challenges they encountered during the job, the differences between the job description and what they experienced, the strategies they applied to overcome these differences, and the strengths and weaknesses they observed within the program can similarly be turned into feedback using these methods. The most important thing to note in these feedback methods is to have the comments focus on the job descriptions and the indicators used for forming the data and to measure satisfaction and dissatisfaction over these indicators. Nevertheless, feedback that does not involve the job descriptions and volunteer program or that is not categorizable within the determined indicators should be examined separately, and new types of indicators should be created as needed.

Lastly, the need to pay special attention to having the primary goal of a volunteer program that is formed through all these holistic studies in the designated field of activity be in harmony with the main goal of the field of activity would be appropriate to emphasize.

Data Usage in the Volunteer Motivation Processes

Targets for volunteer satisfaction and sustainability must also be determined in addition to the goals for solving the problems in the field. Data usage in the volunteer motivation processes can be used in almost every stage. Clearly conveying to the volunteer candidates through data the problems and targets identified in the volunteer search efforts facilitates the volunteers ability to understand the truth and make decisions. These days, many institutions encourage volunteer activities by sharing with the public the problems and supporting data that have been identified. Conducting a data-based volunteer campaign creates social benefit by arousing interest in potential volunteers as well as in the rest of society.

Meanwhile, getting existing volunteers involved in identifying problems and setting program objectives can be a good starting point (Rehnborg et al., 2009). When participatory processes are conducted while efforts are being made to identify problems, volunteers go beyond carrying out activities that are squeezed into narrow job descriptions and become more dominant and committed to the process. A root cause analysis that is performed with

the contribution of volunteers, especially while determining the problem, allows volunteers to contribute to not just determining the problem but also to determining the targets to be created for solving them. This greatly increases volunteers' motivation and corporate belonging.

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Primary and Secondary Data

Root cause analysis is a problem-solving method used to identify the main and actual causes of problems.

Root cause analysis can be separated into four steps:

- Define the problem clearly.
- Create a timeline from the normal state to the moment the problem occurs.
- Make distinctions between the root cause and other causal factors.
- Examine the causalities between the root cause and the problem.

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In addition, managing volunteer activities should involve conveying the concrete indicators that will prove to the volunteers their success and achievements and keep their sense of achievement high; however, these indicators should not be overly demanding or systematically create a feeling of inadequacy (Donahue, 2008). For example, clear graded goals together with the feeling of reaching these goals should increase volunteers' motivation greatly. To illustrate, a group of volunteers that were formed to support illiterate women in a particular region were given the goal of reaching 300 women a year; the volunteers will feel successful and motivated when they complete this goal on time or earlier. Not just numerical data but also stories about the beneficiaries are important in activities that will increase motivation. For instance, the real stories from the women who learned to read and write within the scope of the work as well as clear feedback regarding their abilities after becoming literate will increase the volunteers' belief in and commitment to the work they do.

Summary and Evaluation

Although the data-based approach in volunteering works is seen as a method for combating the constraints that arise in resource management, it also increases the sustainability of the relationship between volunteers and the institution. The data-based approach not only aims to take inventory of the time, personnel, and material resources, but also to achieve success in the decision-making process by revealing the relationships among these resources and the patterns these relationships form. Volunteer activities by definition are a resource-constrained area outside the sphere of economic production. These restrictions are even more challenging in countries such as Turkiye that lack a widespread volunteer culture. Developing data-based policies in volunteer management allows the value and sufficiency of resources to be measured and organizations' own experiences to be compared over time. Most importantly, data-based work is a significant source of motivation in implementing productivity strategies alongside being a good resource for developing these strategies.

The data-based approach to volunteer management, which is generally seen as a type of emotional labor, may be perceived as overly rationalizing and confusing. Uninterpreted data, which can be described as the type of information most removed from personal judgments and thoughts, allows for the most realistic description of these mentioned resources. Revealing realistic relationships in this way allows types of information to be graded based on experience, knowledge, or prejudice. The difference between objective data and subjective types of information additionally increase the internal (e.g., employee, volunteer) and external (e.g., beneficiaries, funders, third parties, potential volunteers) organizational trust in institutions that adopt the data-based approach.

The first step in data-based volunteer management is to examine similar works in the field and their "approaches". This is also valuable in terms of correctly interpreting prior information adopted during a work and producing the data needed to after performing the gap analysis. Afterward, the area in which the work aims to create a change should be defined through data already produced (e.g., state or private institution statistics), and the problem and solution goals should be determined. The resources that need to be used to reach these goals should be split into volunteer labor-based and non-volunteer labor-based resources. Data belonging to volunteers should be compiled after this stage, and demographic, qualitative, and goal/motivation data should be formed. Data on current or applicants (i.e., candidate) volunteers should be compared with the volunteer profile and numbers the program requires.

The tasks the volunteers will undertake should be fashioned in both the way the work area and goals require as well as in a way that serves the data on the volunteers. The volunteer job

descriptions should be clear, measurable, open to feedback, and provide the volunteers with the flexibility to use their creative energy. Volunteers should additionally be able to observe what they've achieved and failed to achieve at each stage while performing their job by referring to the indicators in their job description; they should also be able to make personal evaluations. By means of this indicator-based measurability, activity success is measurable through volunteer performance, new productive areas can be discovered, and more sustainable programs can be developed.

According to certain approaches in the field of civil society, data-based work is thought to spoil the purpose of the presence of civil society by reducing it to numbers. However, forming a data-based volunteer management system that does not limit volunteer creativity and that has been designed without veering away from its "spirit" is the most effective way to achieve a targeted change.

Secondary data sources and data precompiled for other purposes make up secondary data. Examples of secondary data include previously written reports, books, and interviews on the subject.

Basic Reading Recommendations

Aytekin, Ç. Sütçü, C. S. (2019). *Veri Bilimi*. Paloma Yayınevi.

Tierney, B. (2020). *Veri Bilimi [Data Science]*. Tellekt.

Talan, T. ve Aktürk, C. (2021). *Dijital Dönüşüm ve Bilişim Sistemleri*. Efe Akademi.

Advanced-Level Reading Recommendations

Efe, M. ve Akgül, B. (2011). *Türkiye'de Bölgelemenin Temel Veri Alanları ve Bölgesel Kalkınma Model Çalışmaları*. Ekin Yayınevi.

Sebetci, Ö. (2020). *Karar Destek Sistemleri (Veri Ambarı - Veri Madenciliği - Klinik ADS)*. Hiper Yayın.

Criado Perez, C. (2021). *Görünmez Kadınlar: Erkekler İçin Tasarlanmış Bir Dünyada Veri Yanlılığı ile Yaşamak [Invisible Women: Data Bias in a World Designed for Men]*. Epsilon Yayınevi.

Activity Recommendations

Visit the web page: Turkish Statistical Institute (TURKSTAT) - TÜİK

Visit the web page: Hacettepe University Institute of Population Studies

Visit the web page: European Statistics - Eurostat

Volunteers, 1985, Director: Nicholas Meyer.

Pay It Forward, 2000, Director: Mimi Leder.

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